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Creation of onboarding program

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SC Department of Parks, Recreation & Tourism

Problem Statement:

The current orientation process at the South Carolina Department of Parks Recreation & Tourism (SCPRT) has been identified by agency management as an area for improvement within the Human Resource Management office. Currently, the orientation process consists of one day of activities and does not provide the major benefits of a comprehensive onboarding process. Wikipedia.org defines onboarding as the “orienting and successfully integrating new hires into the organization's culture. The best onboarding strategies will provide a fast track to meaningful, productive work and strong employee relationships.” Effective employee onboarding serves three interrelated purposes. First, it ensures that the new hire feels welcomed, comfortable, prepared, and supported. These feelings increase the new hire's ability to make an impact within the organization, both immediately and over time. Finally, employee success leads to satisfaction and retention, which allows the organization to continue to meet its mission. This CPM project will attempt to broaden the current orientation process into a comprehensive year-long onboarding program and afford the agency with the benefits a well developed onboarding program can provide.

Data Collection:

Data was collected to create an onboarding program that meets the needs of the agency and enables a new employee to successfully integrate into SCPRT. A report was created to determine which employees were hired between January 2005 and November 2007 and of those employees which still remain employed at SCPRT. From the data gathered, SCPRT had 113 employees that fit into that criterion. Once this group was identified, a survey was sent out to each employee to get his or her input on what they thought should be present in a successful orientation or onboarding process. The survey was sent to all employees hired during this period via email. Some new employees did not have individual email accounts; therefore the email was sent to a central computer at the employee's location and their manager was encouraged to allow all new employees to participate. Because of this issue with technology, 78 surveys were sent out and 61 employees responded to the survey or 53% of the 113 new employees. These employees were asked 25 questions directed towards the following: gauging employee satisfaction, assessing the effectiveness of the current orientation and attempting to determine which elements should be included in the new onboarding program. (Appendix II)

In addition to new employees, agency management and supervisors were also surveyed. A survey, consisting of 10 questions, was sent to 69 supervisors and senior managers within SCPRT to gather information on what they thought would assist new employees integrate into SCPRT quickly and effectively. (Appendix III) Almost all of

these employees were supervisors of the 113 new employees identified for this project. Key internal and external resources were also contacted to determine the feasibility of having elements of the Onboarding program delivered via internet, web page, e-forms or email. Information was also collected from other organizations that have successful onboarding programs, human resource experts, and others who are knowledgeable on this subject.

Data Analysis:

The data gathered from the survey gave some insight into how satisfied newly hired employees were at SCPRT. Survey results indicate that 87% of new hires surveyed were satisfied with their employment experience at SCPRT. Many new employees stated that they accepted employment with SCPRT because they had an interest in working in the areas of marketing, tourism, park management or customer service. Several factors that contribute to that level of satisfaction are: an effective interview process and effective actions taken by supervisors during the employees first months of employment. It appears that supervisors are doing a good job of educating potential employees about the job they are being considered for during the interview process.

A large percentage of new employees surveyed, 85%, feel that they received an accurate description of the job during the interview process. New employees also feel that the job was what they expected and over 90% feel that their current job matches their interest and abilities. It also appears that actions taken by supervisors are playing a vital role in new employee satisfaction. Ninety percent of survey participants felt that they were made to feel welcome at SCPRT and, when asked if their supervisor was prepared

for their first day, 85% strongly agreed or agreed with that statement. This information is very important when trying to identify which elements need to be present to build an effective onboarding process and build a good foundation for new employees to build a successful career with SCPRT. It is important because these factors are directly related to the purpose of this onboarding project.

The survey also helped identify what new employees felt was most beneficial in the current orientation process and what things would be valuable if incorporated in the new onboarding process. According to the survey results, 100% of all new employees responding to the survey attended the current one-day orientation session conducted by the Human Resource Management Office with the assistance of the agency's Technology Services division. During the current orientation session, all new employees are presented information on the following: employee benefits (health/life/dental insurance), retirement, deferred compensation, workers' compensation, employee leave and basic computer training. In addition to receiving material on these subjects, employees in certain positions receive information on SCPRT's Park Technician Career Path and information on acquiring uniforms. Overall, survey participants had positive things to say about the current orientation process.

When asked if the current orientation meet their needs, only 9% felt that the current process was not adequate. Eighty-seven percent of new employees felt that the employee benefits segment of the current process was the most helpful. The next part of the process new employees felt was beneficial was the segment on employee leave and

next was basic computer training. When asked what should be incorporated into the new onboarding process, 58% of employees surveyed felt that more information about the agency would be beneficial. Employees felt information about agency history, organizational leadership and structure along with agency mission and goals would be very valuable information for a new employee to know. Employees surveyed also felt that there should be more time spent on agency policies and procedures. Information on PRT Matters, the agency's reward and recognition program, and the agency safety program were also indicated as elements that should be included in a new onboarding program. Survey results also indicate that 80% of new employees surveyed felt that the current process addressed questions or concerns they had about joining SCPRT.

In addition to new employees, agency management and front-line supervisors were also surveyed. These survey results were analyzed to assess the inadequacies of the current orientation process and what elements supervisors identified needed to be incorporated in the new onboarding program. As stated earlier, 69 employees representing agency management were also surveyed. This group of survey participants was asked ten questions regarding the current process and elements to include in a new program. It appears that agency management and supervisors shared similar feelings about the current orientation process. Ninety-five percent of survey respondents felt that the information provided during new employee orientation was beneficial to their new employees and just as the new employee group, they felt that the sections on employee benefits (health/life/dental insurance), retirement, deferred compensation was the most

helpful. These survey participants echoed the new employee participants in feeling that the sections on leave and computer training were also beneficial. The participants in the Supervisor survey also felt that employees needed to be made aware of agency history, organizational leadership and structure along with agency mission and goals. In addition to this information, these survey respondents agreed that employees needed more information about agency policy and procedures, a belief which was shared by the new employee respondents. Managers and agency leaders also felt that employees should be educated on the agency's reward and recognition program, PRT Matters. When asked what other activities needed to be incorporated into the onboarding process, this survey group responded that new employees needed to receive more training. The respondents indicated that new employees need additional computer training, safety-related training and other more technical job specific training such as training on our "point-of-sale", accounting, and enterprise systems. Some respondents also indicated that new employees needed additional hands-on training in maintenance and construction. Customer service training was also mentioned as some additional training that would be beneficial to all new employees. Respondents noted that orientation was an ideal time to begin introducing key agency principles such as innovation, teamwork, stewardship and leadership which are reinforced by our rewards and recognition program. The valuable information gathered from these surveys will be used to create the new onboarding process.

In addition to survey data, research was conducted on other organizations and how they have created and implemented onboarding programs within their organization.

This research helped to identify “best practices” to determine what is working well with their current onboarding programs and which elements SCPRT may be able to incorporate in the new onboarding program. Research indicates that onboarding is one of the “hot solutions” in talent management. (Fleck, p.PG1). Large corporations such as Corning Glass Works, Hunter Douglas, Texas Instrument, Dow Chemicals and the MGM Mirage Hotel and Casino in Las Vegas are a few of the organizations that have extensive onboarding programs to get new employees started on the road to productivity within their organizations. Not only do these programs help with retention they are also crucial in the socialization and integration of new employees into their workforce.

In his article, “How to Avoid the Four Deadliest Onboarding Mistakes,” David Lee states that research at Corning Glass Works revealed that 69% of employees who attended a structured orientation program were more likely to remain with the company after three years than an employee who did not attend such a program. Corning Glass and other organizations also saw drastic reductions in recruiting budgets due to implementing an onboarding process. The research shows that successful onboarding processes effectively incorporate the use of technology and the internet which is called “e-onboarding.” “E-onboarding” allows a new employee to complete enrollment forms and learn about the company prior to their first day. The MGM Mirage Hotel and Casino on the Las Vegas Strip is singing the praises of its e-onboarding process. In an article in the October 2, 2007 issue of Human Resource Executive magazine, Richard Vosburgh, senior vice president of HR, talks about the many benefits of their e-onboarding process. Mr. Vosburgh states: “We hire [people] three months before they

show up. They get an email every couple of weeks. They learn about the company...and we hear they like this.” This helps the MGM Mirage manage their 5,000 new hires per year. With any new process, a new industry emerges providing solutions. (Greenstein, p.20). There are several companies that offer onboarding or “e-onboarding” solutions. SilkRoad Technology, one such company, boasts of having a “world-class” onboarding solution called “Red Carpet” that “reduce(s) hiring costs and get(s) employees to produce faster.” It also claims that “Red Carpet” is a “powerful socialization tool for new employees.” SilkRoad Technology’s solution is just one tool on the market others are the “Aloha” program from Recruitmax and tools from Futuretech and Conerstone that automate parts of the onboarding process. SilkRoad Technology’s “Red Carpet” solution allows employees to access an employee portal where they find out about the organization and are provided other relevant information throughout their first year of employment to make their transition as smooth as possible. New employees are also able to complete forms on-line to streamline the orientation process. Once captured, the data from new employees is stored and can be used to populate other systems such as HRIS, compensation and employee performance systems. SCPRT considered exploring the use one of these solutions but they were cost prohibitive. (Appendix IV)

Companies also see a big impact from getting new employee managers and supervisors involved in this process. Some objectives of onboarding can not be meet simply by e-onboarding or onboarding solutions, a personal touch is needed to relay information in the areas of socialization, politics and company values. In October 2006, the Society of Human Resource Management’s (SHRM) released a white paper on the

subject of onboarding. In the paper, SHRM cited a study in which new employees reported that they were less satisfied with computer based onboarding programs in these areas than those who attended group sessions.

In summary, effective programs incorporate the following:

- a pre-boarding component that provides information and online access, including an opportunity for new hires to sign up for benefits, e-mail addresses, badges, and other necessities before they begin working.
- Extend the onboarding process over several months.
- Use technology to coordinate multiple phases of onboarding.
- Involve managers to smooth the onboarding process and manage expectations.

SCPRT's new onboarding program will incorporate the information gathered from survey results and "best practices" in other organizations to effectively meet the needs of new employees and their managers.

Implementation Plan:

Timeframes:

The first pre-boarding is set to begin in May 2008 new employees hired to begin working at SCPRT. Other elements of the new onboarding program will be phased in and deployed in stages throughout 2008. This report also has a section that contains sample agendas, checklists and prototypes of onboarding documents. (Appendix V) Dates and content of material are subject to change based on schedules and input of internal and external resources.

Program Branding:

To ensure that this onboarding program will be an experience for new hires, the process has been “branded.” A logo and a slogan will be displayed on all information given to new employees during this new process. (Appendix VI) The slogan for the program is, “...the journey begins here.” This slogan and the corresponding logo were created to go along with the agency mission and goals which are directly related to tourism and experiencing the many resources in South Carolina through travel.

Cost:

The cost for the plan is undetermined at this time. Things that will be included in the cost may be related to incorporating technology including webpage, and application development of “new hire home page” and e-forms. In addition, there will also be costs associated with the use of Web-X technology to create e-learning applications to provide on-site training on topic such as safety and computer training. The cost of creating onboarding materials that are “branded” with the onboarding programs logo and slogan are also undetermined. There may also be travel costs associated with new employees attending onboarding activities.

Potential obstacles and methods to overcome them:

One potential obstacle is buy-in from new employees, supervisors and other management in the new onboarding process. Based on the response rate to the surveys and interviewing stakeholders in this process, it appears that employees are receptive to

this new program. To ensure success, as many stakeholders as possible will continue to participate in the implementation process and as many suggestions as possible will be incorporated. Once deployed, managing the year-long onboarding program will be another obstacle. One way to overcome this obstacle is by placing this job duty on the position description of one of the staff members in the Human Resources Management office. To further overcome this obstacle, a process will be created to assist managers in helping new employees participate in this program during their first year of employment. Tools such as check lists, email reminders, and written materials will be provided to all supervisors of newly hired SCPRT employees. These tools will be available to provide guidance for the new employee and his or her supervisor.

Resources:

SCPRT has a wealth of employees who are subject matter experts. These employees have been identified and tasked the creation of web-page, e-forms and other technology. Internal subject matter experts have also be identified and will assist in indoctrinating new employees into the culture of the organization sharing the mission, vision, and values of the organization.

Integration into standard operating procedure:

This process will replace the current orientation process and become a part of SCPRT's recruitment and selection process. Newly hired employees will be expected to know the mission, vision and history of SCPRT and incorporate agency values in their daily work lives.

Evaluation Method:

Employees hired after the onboarding program is created will be surveyed to determine which elements of the new program assisted to transitioning into productive members of their respective departments. Supervisors will also be surveyed to determine whether the new program was effective in preparing new employees to be productive members of their teams. A focus group of employees who were surveyed at the beginning of the project will be sent through an abbreviated version of the new onboarding program to assess the proposed program before it is completely implemented for all newly hired employees and any revisions will be made based on this feedback.

Summary and Recommendations:

A new comprehensive onboarding program is well on its way to being created and recommended to agency management for implementation and use with all newly hired SCPRT employees. This program will be fluid and allow for improvements and adjustments based on the needs of new employees, managers and SCPRT.

Appendix

- I. New Hire Report
- II. New Employee Orientation Surveys with results
- III. New Employee Orientation Supervisor Survey with results
- IV. SilkRoad Technology brochure
- V. Sample agendas, checklists and prototypes of onboarding documents
- VI. Onboarding logo with slogan

Appendix I
New Hire Report

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Appendix II

New Employee Orientation Surveys with results





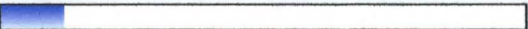

Survey: New Hire Orientation Survey

Report: Default Report

Survey Status	Respondent Statistics	Points Summary:	
Status: Closed	Total Responses: 33	No Points Questions used in this survey.	Convert to PDF
Deploy Date: 02/08/2008	Completes: 32		Email PDF
Closed Date: 02/08/2008	Partials: 1		Export to Excel

1. Did you attend new employee orientation?			
		Responses	Percent
Yes:	<div></div>	33	100%
No:	<div></div>	0	0%
Total Responded to this question:		33	100%
Total who skipped this question:		0	0%
Total:		33	100%




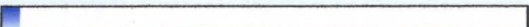

2. How long ago did you attend new employee orientation?

	Responses	Percent
More than one year ago: 	22	66.67%
One year ago: 	4	12.12%
Six months ago: 	4	12.12%
Less than six months ago: 	3	9.09%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%

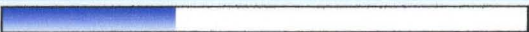




3. What information provided during the orientation was the most beneficial?

	Responses	Percent
Employee benefits information (insurance, retirement, deferred compensation, etc):	28	84.85%
Employee leave:	11	33.33%
Workers' compensation:	5	15.15%
Computer training:	9	27.27%
Other:	2	6.06%
If other, please specify :	4	12%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%

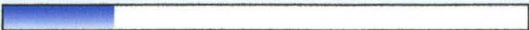
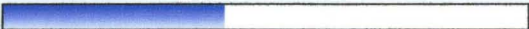
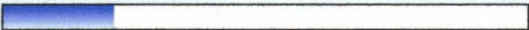
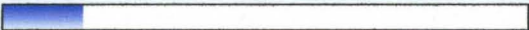
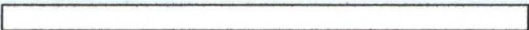
4. The benefits were explained clearly to me during orientation?

	Responses	Percent
Strongly Agree: 	9	27.27%
Agree: 	16	48.48%
Neutral: 	7	21.21%
Disagree: 	1	3.03%
Strongly Disagree: 	0	0%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%




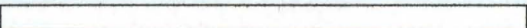

5. The benefit enrollment process was clear and understandable, and you were able to get your questions answered by a knowledgeable person.

	Responses	Percent
Strongly Agree: 	11	33.33%
Agree: 	16	48.48%
Neutral: 	4	12.12%
Disagree: 	2	6.06%
Strongly Disagree: 	0	0%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%



6. Did the activities conducted during orientation meet your needs as a new employee?

	Responses	Percent
Strongly Agree: 	7	21.21%
Agree: 	14	42.42%
Neutral: 	7	21.21%
Disagree: 	5	15.15%
Strongly Disagree: 	0	0%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%

7. What is your impression of the written materials you received during orientation?

	Responses	Percent
Extremely helpful: 	16	48.48%
Somewhat helpful: 	13	39.39%
Neither helpful nor not helpful: 	4	12.12%
Somewhat not helpful: 	0	0%
Not helpful: 	0	0%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%

8. Did new hire orientation address questions or concerns you had about joining SCPRT?

	Responses	Percent
Yes: 	24	72.73%
No: 	9	27.27%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%


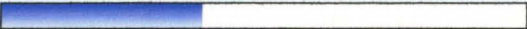

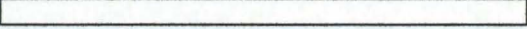

9. What information would have been helpful to you as a new employee?

	Responses	Percent
Information about the agency (history, organizational leadership and structure, strategic goals, etc):	21	63.64%
Information about agency policy and procedures:	18	54.55%
Information about safety:	2	6.06%
Information about the agency's reward and recognition program (PRT Matters):	7	21.21%
Other:	7	21.21%
Total Responded to this question:	33	100%
Total who skipped this question:	0	0%
Total:	33	100%


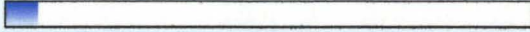
10. Please provide any additional comments on ways to improve the new employee orientation process.

	Responses	Percent
Responses: <input type="text"/>	16	100%
Total Responded to this question:	16	48.48%
Total who skipped this question:	17	51.52%
Total:	33	100%


11. Were your supervisor and others in your new work area prepared for your first day?

	Responses	Percent
Strongly Agree: 	16	50%
Agree: 	12	37.5%
Neutral: 	3	9.38%
Disagree: 	0	0%
Strongly Disagree: 	1	3.12%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%


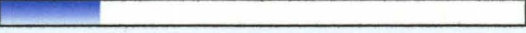
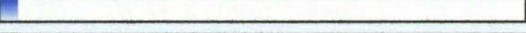
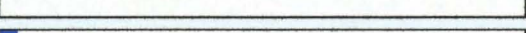

12. Were you given a PD/EPMS form that explained your job and performance expectations within your first three months of employment?

	Responses	Percent
Yes: 	30	93.75%
No: 	2	6.25%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%


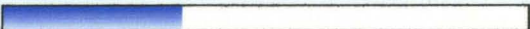
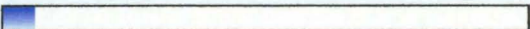
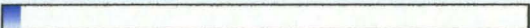

13. Why did you want to work for SCPRT?

	Responses	Percent
Responses: 	32	100%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%



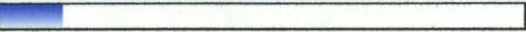

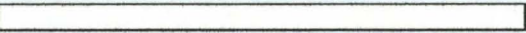
14. Were you made to feel welcome at SCPRT?

	Responses	Percent
Strongly Agree: 	24	75%
Agree: 	6	18.75%
Neutral: 	1	3.12%
Disagree: 	0	0%
Strongly Disagree: 	1	3.12%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%



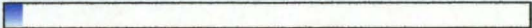


15. Were you given an accurate description of the job and job responsibilities during the interview process?

	Responses	Percent
Strongly Agree: 	17	53.12%
Agree: 	11	34.38%
Neutral: 	2	6.25%
Disagree: 	1	3.12%
Strongly Disagree: 	1	3.12%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%


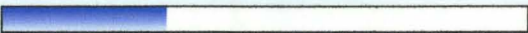
16. Was the job what you expected?

	Responses	Percent
Strongly Agree: 	13	40.62%
Agree: 	15	46.88%
Neutral: 	4	12.5%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

17. Does your job seem to be a good match for your abilities and interests?

	Responses	Percent
Strongly Agree: 	21	65.62%
Agree: 	10	31.25%
Neutral: 	1	3.12%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

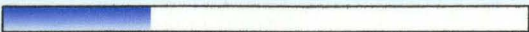

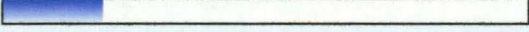
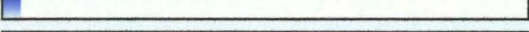

18. Do you have all of the work tools you need?

	Responses	Percent
Yes: 	22	68.75%
No: 	10	31.25%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

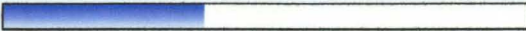
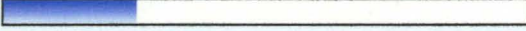
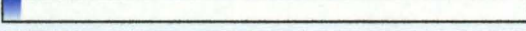
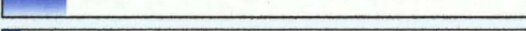


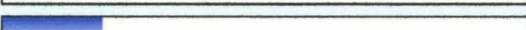
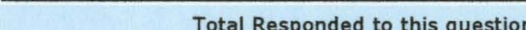
19. If you answered no to the previous question, please list the tools you need in the box provided.

	Responses	Percent
Responses: <input type="text"/>	10	100%
Total Responded to this question:	10	30.3%
Total who skipped this question:	23	69.7%
Total:	33	100%


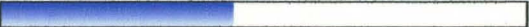

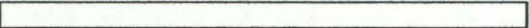
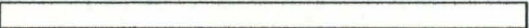
20. As a new employee, you were provided with the instructions and training needed to perform your job?

	Responses	Percent
Strongly Agree: 	9	28.12%
Agree: 	16	50%
Neutral: 	6	18.75%
Disagree: 	1	3.12%
Strongly Disagree: 	0	0%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

21. How soon after starting your new job did you feel productive?

	Responses	Percent
Two weeks: 	12	37.5%
One month: 	8	25%
Three months: 	1	3.12%
Six months: 	4	12.5%
Nine months: 	1	3.12%
One year: 	0	0%
Other: 	0	0%
If other, please specify : 	6	18.75%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

22. Overall, are you satisfied with your experience at SCPRT so far?

	Responses	Percent
Strongly Agree: 	16	50%
Agree: 	14	43.75%
Neutral: 	2	6.25%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

23. Do you visit SCPRT's intranet or internet sites?

Yes:



No:



Responses

Percent

29

90.62%

3

9.38%

Total Responded to this question:

32

96.97%

Total who skipped this question:

1


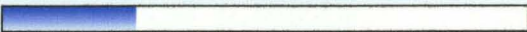
3.03%

Total:

33

100%

24. Do you have access to the internet at home or at another location other than work?

	Responses	Percent
Yes: 	24	75%
No: 	8	25%
Total Responded to this question:	32	96.97%
Total who skipped this question:	1	3.03%
Total:	33	100%

25. What other things would be helpful for a new employee to know?

	Responses	Percent
Responses: <input type="text"/>	10	100%
Total Responded to this question:	10	30.3%
Total who skipped this question:	23	69.7%
Total:	33	100%



Survey: New Employee Orientation Survey (multiple users)


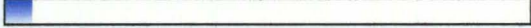
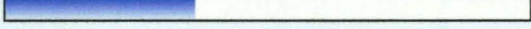
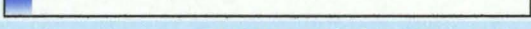
Report: Default Report

Survey Status		Respondent Statistics		Points Summary:	Convert to PDF Email PDF Export to Excel
Status:	Closed	Total Responses:	22	No Points Questions used in this survey.	
Deploy Date:	02/08/2008	Completes:	21		
Closed Date:	02/15/2008	Partials:	1		

1. Did you attend new employee orientation?

		Responses	Percent
Yes:	<div></div>	22	100%
No:	<div></div>	0	0%
Total Responded to this question:		22	100%
Total who skipped this question:		0	0%
Total:		22	100%

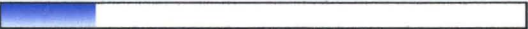

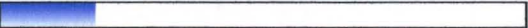

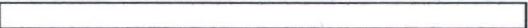
2. How long ago did you attend new employee orientation?

	Responses	Percent
More than one year ago: 	12	54.55%
One year ago: 	1	4.55%
Six months ago: 	8	36.36%
Less than six months ago: 	1	4.55%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%

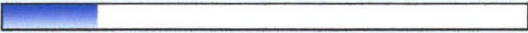




3. What information provided during the orientation was the most beneficial?

	Responses	Percent
Employee benefits information (insurance, retirement, deferred compensation, etc):	20	90.91%
Employee leave:	8	36.36%
Workers' compensation:	3	13.64%
Computer training:	4	18.18%
Other:	1	4.55%
If other, please specify :	2	9%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%



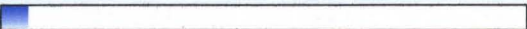
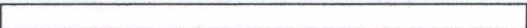
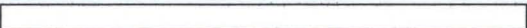
4. The benefits were explained clearly to me during orientation?

	Responses	Percent
Strongly Agree: 	4	18.18%
Agree: 	14	63.64%
Neutral: 	4	18.18%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%



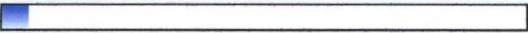


5. The benefit enrollment process was clear and understandable, and you were able to get your questions answered by a knowledgeable person.

	Responses	Percent
Strongly Agree: 	4	18.18%
Agree: 	16	72.73%
Neutral: 	2	9.09%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%


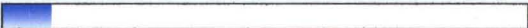
6. Did the activities conducted during orientation meet your needs as a new employee?

	Responses	Percent
Strongly Agree: 	5	22.73%
Agree: 	16	72.73%
Neutral: 	1	4.55%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%

7. What is your impression of the written materials you received during orientation?

	Responses	Percent
Extremely helpful: 	8	36.36%
Somewhat helpful: 	13	59.09%
Neither helpful nor not helpful: 	1	4.55%
Somewhat not helpful: 	0	0%
Not helpful: 	0	0%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%

8. Did new employee orientation address questions or concerns you had about joining SCPRT?

	Responses	Percent
Yes: 	20	90.91%
No: 	2	9.09%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%

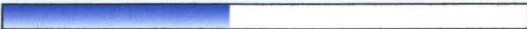

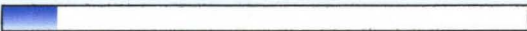
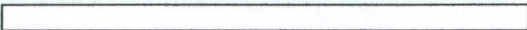
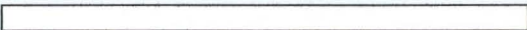
9. What information would have been helpful to you as a new employee?

	Responses	Percent
Information about the agency (history, organizational leadership and structure, strategic goals, etc):	11	50%
Information about agency policy and procedures:	12	54.55%
Information about safety:	4	18.18%
Information about the agency's reward and recognition program (PRT Matters):	6	27.27%
Other:	5	22.73%
Total Responded to this question:	22	100%
Total who skipped this question:	0	0%
Total:	22	100%


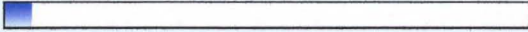
10. Please provide any additional comments on ways to improve the new employee orientation process.

	Responses	Percent
Responses: <input type="text"/>	6	100%
Total Responded to this question:	6	27.27%
Total who skipped this question:	16	72.73%
Total:	22	100%


11. Were your supervisor and others in your new work area prepared for your first day?

	Responses	Percent
Strongly Agree: 	9	42.86%
Agree: 	10	47.62%
Neutral: 	2	9.52%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%



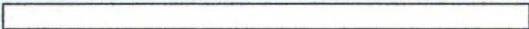
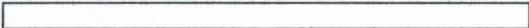
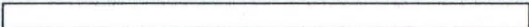
12. Were you given a PD/EPMS form that explained your job and performance expectations within your first three months of employment?

	Responses	Percent
Yes: 	20	95.24%
No: 	1	4.76%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%



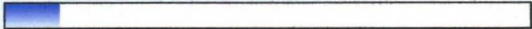


13. Why did you want to work for SCPRT?

	Responses	Percent
Responses: 	21	100%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

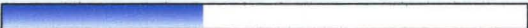

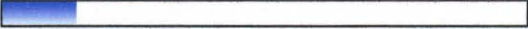


14. Were you made to feel welcome at SCPRT?

	Responses	Percent
Strongly Agree: 	11	52.38%
Agree: 	10	47.62%
Neutral: 	0	0%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%



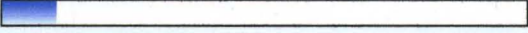


15. Were you given an accurate description of the job and job responsibilities during the interview process?

	Responses	Percent
Strongly Agree: 	8	38.1%
Agree: 	11	52.38%
Neutral: 	2	9.52%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

16. Was the job what you expected?

	Responses	Percent
Strongly Agree: 	8	38.1%
Agree: 	10	47.62%
Neutral: 	3	14.29%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

17. Does your job seem to be a good match for your abilities and interests?

	Responses	Percent
Strongly Agree: 	8	38.1%
Agree: 	11	52.38%
Neutral: 	2	9.52%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

18. Do you have all of the work tools you need?

Yes:



No:



Responses

Percent

17

80.95%

4

19.05%

Total Responded to this question:

21

95.45%

Total who skipped this question:

1

4.55%

Total:


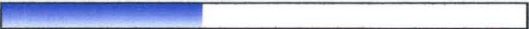
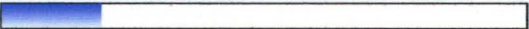
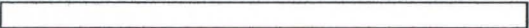
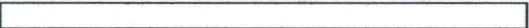
22

100%



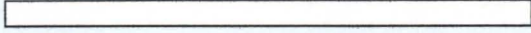




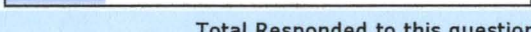
19. If you answered no to the previous question, please list the tools you need in the box provided.

	Responses	Percent
Responses: <input type="text"/>	4	100%
Total Responded to this question:	4	18.18%
Total who skipped this question:	18	81.82%
Total:	22	100%


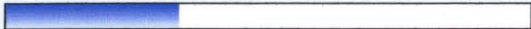
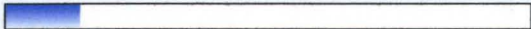
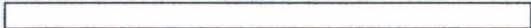

20. As a new employee, you were provided with the instructions and training needed to perform your job?

	Responses	Percent
Strongly Agree: 	9	42.86%
Agree: 	8	38.1%
Neutral: 	4	19.05%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

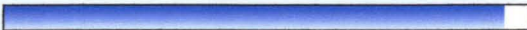

21. How soon after starting your new job did you feel productive?

	Responses	Percent
Two weeks: 	10	47.62%
One month: 	4	19.05%
Three months: 	0	0%
Six months: 	3	14.29%
Nine months: 	0	0%
One year: 	0	0%
Other: 	0	0%
If other, please specify : 	4	19.05%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%


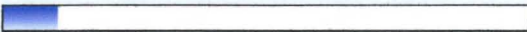
22. Overall, are you satisfied with your experience at SCPRT so far?

	Responses	Percent
Strongly Agree: 	11	52.38%
Agree: 	7	33.33%
Neutral: 	3	14.29%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

23. Do you visit SCPRT's intranet or internet sites?

	Responses	Percent
Yes: 	20	95.24%
No: 	1	4.76%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

24. Do you have access to the internet at home or at another location other than work?

	Responses	Percent
Yes: 	19	90.48%
No: 	2	9.52%
Total Responded to this question:	21	95.45%
Total who skipped this question:	1	4.55%
Total:	22	100%

25. What other things would be helpful for a new employee to know?

	Responses	Percent
Responses: <input type="text"/>	9	100%
Total Responded to this question:	9	40.91%
Total who skipped this question:	13	59.09%
Total:	22	100%

Appendix III

New Employee Orientation Supervisor Survey with results





Survey: Supervisor Survey on New Employee Orientation

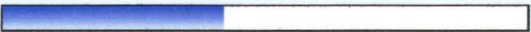

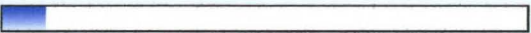


Report: Default Report

Survey Status	Respondent Statistics	Points Summary:	
Status: Live	Total Responses: 24	No Points Questions used in this survey.	Convert to PDF
Deploy Date: 03/05/2008	Completes: 24		Email PDF
Closed Date:	Partials: 0		Export to Excel


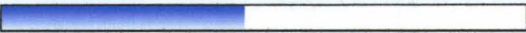
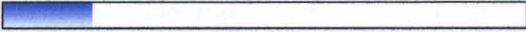
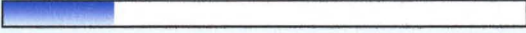

1. You have been identified as the supervisor of an employee hired in the last two years. Did your new employee(s) attend new employee orientation?

	Responses	Percent
Yes: 	23	95.83%
No: 	1	4.17%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

2. In your opinion, was the information covered in new employee orientation beneficial to your new employee?

	Responses	Percent
Strongly Agree: 	10	41.67%
Agree: 	12	50%
Neutral: 	2	8.33%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

3. What information provided during new employee orientation was most beneficial to your new employee?

	Responses	Percent
Employee benefits information (insurance, retirement, deferred compensation, etc): 	20	83.33%
Employee leave: 	11	45.83%
Workers' Compensation: 	4	16.67%
Computer training: 	5	20.83%
If other, please specify : 	3	12%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%


4. In your opinion, what information not currently covered in new employee orientation would be valuable for new employees to know? Please list.

	Responses	Percent
Responses: <input type="text"/>	24	100%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%


5. What information has the employee asked about that could have been included in new employee orientation?

	Responses	Percent
Information about the agency (history, organizational leadership and structure, strategic goals, etc):	12	50%
Information about agency policy and procedures:	16	66.67%
Information about safety:	4	16.67%
Information about the agency's reward and recognition program (PRT Matters):	9	37.5%
Other:	1	4.17%
If other, please specify :	6	25%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

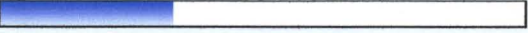

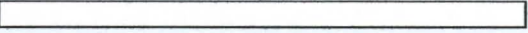
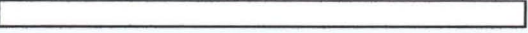
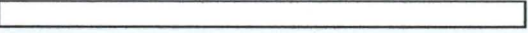
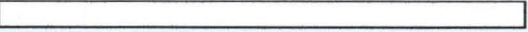
6. Which activities in conjunction with new employee orientation would be beneficial to a new employee?

	Responses	Percent
Responses: 	24	100%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

7. In your opinion, what types of training would be helpful to a new employee?

	Responses	Percent
Responses: 	24	100%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

8. Do you feel that as a supervisor of a new employee you have all of the information, support and guidance to make that employee's first year of work successful?

	Responses	Percent
Strongly Agree: 	8	33.33%
Agree: 	16	66.67%
Neutral: 	0	0%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
If other, please specify : 	0	0%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

9. What other activities do you provide to new employees in addition to new employee orientation?

	Responses	Percent
Responses: <input type="text"/>	24	100%
Total Responded to this question:	24	100%
Total who skipped this question:	0	0%
Total:	24	100%

10. Please provide any additional comments on ways to improve the new employee orientation process.

	Responses	Percent
Responses: <input type="text"/>	13	100%
Total Responded to this question:	13	54.17%
Total who skipped this question:	11	45.83%
Total:	24	100%

Appendix IV
SilkRoad Technology brochure

Appendix V

Sample agendas, checklists, and prototypes of onboarding documents

New Employee's First Day Supervisor's Checklist

- _____ Make sure manager or a designated staff member is present to greet the new employee.
- _____ Introduce the new employee to staff and team members/co-workers.
- _____ Coordinate a site/park/office tour (include copy machine, mail room, restrooms, fee stations, other important locations).
- _____ Receive an overview of the department and its relationship to the organization.
- _____ Accompany the new employee to lunch (or arrange a group of staff members to have lunch together).
- _____ Meet with the employee to discuss job description (provide copy), responsibilities and initial expectations.
- _____ Review training schedule for at least first week.
- _____ Introduce and explain computer usage/access and on-line resources (intranet, internet, policies and procedures, etc).
- _____ Confirm hours of employment, leave and overtime policies.
- _____ Discuss how to report an unscheduled absence.
- _____ Discuss safety procedures.
- _____ Obtain keys and other supplies.
- _____ Give instructions on orientation (where, when, driving directions, etc).
- _____ Discuss dress code, uniforms, etc.



Three-Month Supervisor's Checklist

- _____ Explain the probationary period and how performance is rated during this time.
- _____ Review the agency mission, vision and values.
- _____ Introduce or review new initiatives for division, program area, or office (2010 Initiative, 75th Anniversary of Park Service, etc) to get employee engaged.
- _____ Introduce or review PRT Matters program with new employee and explain examples of work situations worthy of receiving PRT Matters notes.
- _____ Have employee complete any onboarding activity.
- _____ Have employee attend Centralized Park Orientation.
- _____ Complete an informal performance review to keep the new employee on track and prepare for the first official performance appraisal.
- _____ Review goals, objectives, and work plans.
- _____ Discuss job-related successes.
- _____ Identify required and optional training and development programs to complete.
- _____ Have employee complete survey of orientation/on-boarding process.
- _____ Identify questions specific to a new employee's particular job.
- _____ Discuss examples of superior work product or exceptional service from the previous three months.



Six-Month Supervisor's Checklist

- _____ Review the agency mission, vision and values.
- _____ Introduce new initiatives or review initiatives for division, program area, or office (2010 Initiative, 75th Anniversary of Park Service, etc) to continue engagement.
- _____ Discuss career development and/or career paths.
- _____ Identify required and optional training and development programs to complete.
- _____ Have employee attend PRT 101.
- _____ Have employee complete any onboarding activity.
- _____ Review goals, objectives, and work plans.
- _____ Discuss job-related successes.
- _____ Identify required and optional training and development programs to complete.
- _____ Discuss any gaps in the new employee orientation process.
- _____ Identify questions specific to a new employee's particular job.
- _____ Discuss examples of superior work product or exceptional service from the previous three months.



Twelve-Month Supervisor's Checklist

- _____ Send a note of congratulations to the employee on his/her first anniversary.
- _____ Publicly celebrate the new employee's first anniversary and give small gift from HR.
- _____ Ensure that new employee has attended PRT Matters Day.
- _____ Introduce new initiatives or review initiatives for division, program area, or office (2010 Initiative, 75th Anniversary of Park Service, etc) to continue engagement.
- _____ Discuss the employee's perceptions about the first year.
- _____ Prepare the new employee for the first formal performance appraisal and review goal and objectives for the coming year.
- _____ Ensure that employee has completed all onboarding activities in first year.
- _____ Make sure employee has attended open/annual enrollment sessions for employee benefits and made any desired changes.
- _____ Identify required and optional training and development programs to complete.
- _____ Discuss any gaps in the new employee orientation process.
- _____ Send note of thanks to other employee who were helpful in helping the new employee successfully complete the first year.



Orientation Agenda

Note: Orientation will take place once per month instead of on or near the 2nd and 17th to ensure more participants.

Morning

- ❖ **Welcome by Group Leader (see Guest Speaker Checklist)**
- ❖ **Activity (team building introduction activity)**
- ❖ **Review agency history, organizational structure and organizational leadership (video)**
- ❖ **Review agency mission, vision and values**
- ❖ **Policies and Procedures Manual (point at specific policies)**
- ❖ **Complete insurance forms**

Lunch (Accompanied by current SCPRT employee(s))

- ❖ **Computer training**
 - **Distribute "Acceptable use of Internet" any other computer related policies**
 - **Intranet familiarization**
 - **Internet scavenger hunt (search internal sites looking for general agency information) prizes given out**
 - **E-leave**
 - **Information on WebEx computer trainings or any other computer training**

Break

- ❖ **Retirement video**
 - **Complete forms**
- ❖ **Your journey begins...employee development**
 - **Promotional opportunities**
 - **career paths if applicable**
 - **SOAR**
 - **Training opportunities**
 - **PRT Matters ("You matter" notes)**

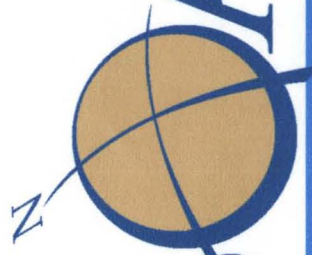
Wrap-up

- ❖ **"How much do you know about SCPRT" (game- Jeopardy, Who Wants to be a Millionaire, etc.) provide prizes and give-aways.**

Appendix VI

Onboarding logo with slogan

ON-BOARDING

 **PRT** ... *your journey begins here*